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ABSTRACT

This document discusses North Carolina Community College System's mission statement "to open the door to opportunity for individuals seeking to improve their lives and well-being..." The North Carolina Community College System was designated the primary lead agency for delivering job training, literacy, and adult education programs. The following goals, adopted in 1994, are listed: (1) upgrading training and retraining/world class work force; (2) eliminating illiteracy; (3) supporting small business development; (4) improving accountability and standards; and (5) providing services to communities and individuals which improve the quality of life. A System office summary and organizational chart is provided, along with demographic, economic, technological, policy, and organizational trends and issues, which help the System better serve the students, potential students, community, and businesses. The bulk of the report is made up of descriptions of 26 performance objectives, each listed with a fund source, organizational unit, strategies directed toward the objective, and innovations. Finally, 11 administrative objectives are listed, along with fund sources, organizational units, descriptions of services or objectives, and innovations. (AMA)

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ED 432 321

State of North Carolina

Department Operations Plans

1997-2003

Community College System

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NORTH CAROLINA COMMUNITY COLLEGE SYSTEM

Mission Statement

The mission of the North Carolina Community College System is to open the door to opportunity for individuals seeking to improve their lives and well-being by providing:

- education, training and retraining for the work force, including basic skills and literacy education, occupational and pre-baccalaureate programs;
- support for economic development through services to business and industry; and
- services to communities and individuals which improve the quality of life.

Adopted by the State Board of Community Colleges, 10/93. Revised 3/94, 4/94.
(Statutory authority G.S. 115-D)

During the 1995 session of the North Carolina General Assembly, two directives concerning the mission of the North Carolina Community College System were passed (Section 16.7, House Bill 230):

- The General Assembly hereby designates the North Carolina Community College System as the primary lead agency for delivering job training, literacy and adult education programs in the state. The State Board of Community Colleges should study the facility and equipment needs of the System in order to fulfill this role. In addition, the Community College System shall develop strategies for cooperating with other state agencies in the delivery of work force preparedness services.
- If the United States Congress consolidates work force preparedness programs into a block grant, it is the intent of the General Assembly for the Community College System to be the primary provider of job training, literacy, and adult education programs and services.

Goals

- Upgrading Training and Retraining/World Class Work Force*
- Eliminating Illiteracy*
- Supporting Small Business Development*
- Improving Accountability and Standards*
- Providing Services to Communities and Individuals Which Improve the Quality of Life

*Adopted by the State Board of Community Colleges, 9/94.

System Office Summary Information

Organizational units and their roles as a part of the N.C. Community College System Office:

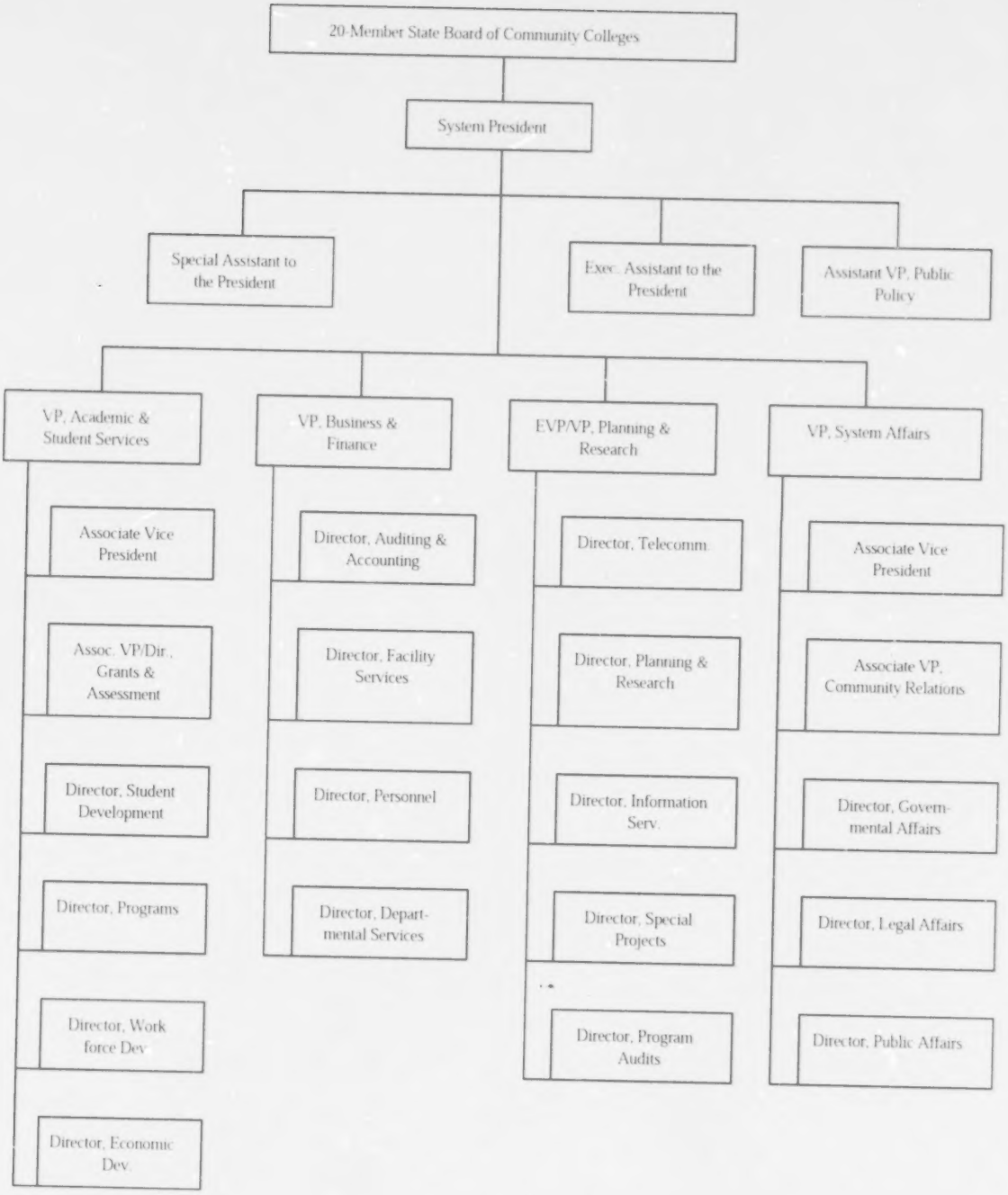
- **President's Office:** The President's Office provides the vision and leadership for the creation of the world's best work force education and training system.

- **Academic and Student Services Division:** The Division of Academic and Student Services coordinates the academic and student services related to work force and economic development needs of citizens and communities in North Carolina. With an array of customized training strategies, curriculum and student development programs, new and expanding industry and small business projects, the division serves the work force training needs of existing and emerging employees in North Carolina.

- **Planning and Research Division:** The Division of Planning and Research provides accurate information and timely services to internal, as well as external, groups for the development of policies and initiatives that support the mission and goals of the North Carolina Community College System. Division responsibilities include long-range planning, System accountability, data analysis for policy making and program evaluation, telecommunications, program FTE auditing, assisting colleges with institutional effectiveness planning and accountability, re-engineering initiatives, and technology development.

- **System Affairs Division:** The Division of System Affairs supports the efforts of the colleges and the System Office in carrying out the System's mission by publicizing the value of North Carolina's community colleges to a statewide audience through marketing efforts, by advocating for increased investment in North Carolina's community colleges from the public and private sectors, and by providing professional services to state colleagues and the colleges in the areas of public affairs, marketing, and legal counseling.

- **Business and Finance Division:** The Division of Business and Finance supports the efforts of the colleges and the System Office by providing equitable and fair distribution of resources and by assisting them in assuring the citizens of the state of North Carolina that community colleges are good stewards of public resources.



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Trends

Community colleges must take careful account of demographic, social and economic trends. Success depends upon being able to understand and serve the needs of students, communities and businesses. The needs of the people who are potential students, the communities in which they live, and the businesses for which they work should determine the most effective mix of programs and services for the college to offer.

Demographics

- The annual number of high school dropouts statewide will decline only slightly.
- The number of part-time students and employed students will increase.
- The number of people classified as minority or members of special populations will increase faster than the majority population. This will create a future labor force that is increasingly multilingual and multicultural.
- The number of single-parent families will continue to increase along with the percentage of women working outside the home. Child care will be necessary for parents who work or attend school.
- The number of high school graduates will increase over the next decade resulting in a higher demand for postsecondary education and job training.

Economics

- The changing structure of North Carolina's industries and the increasing technological content of jobs within those industries will require greater capability to train new workers and retrain current workers.
- The gap between the educational levels of North Carolinians and the skills needed by most employers will not be reduced significantly in the near term. If North Carolinians are unqualified, companies will bring in people who are, or will locate elsewhere.
- The growing awareness of the need for work force development to support economic development will result in an increased demand from business and industry for customized training programs.
- As the number of jobs requiring unskilled labor declines and economic development efforts become more linked with work force development, the role of the North Carolina Community College System will become more critical to the state's future.
- The rate of economic growth in the '90s will be lower than that of the '80s, with a depressing effect on public revenues. At the same time, the demand for community college services and the consequent need for financial resources will be greater.
- The proportion of "working poor" in North Carolina will continue to be higher than that of the nation, since the average wage continues to be lower. This means that college tuition is still beyond the means of many families and individuals.
- There will continue to be a trend toward a global economy, in which an international perspective and knowledge of other cultures will be increasingly valuable.
- There will continue to be a wide variation between the economic health of rural and urban areas, and of different population groups. Some rural areas will continue to suffer depressed economies when other areas are prosperous; there will continue to be concentrations of poor minority populations in both urban and rural areas.

- There will continue to be rapid growth in the health care industry. While the shortage of nurses has been alleviated by increased community college education of nurses, increased demand for allied health personnel will continue.
- The entrepreneurial spirit will continue to be strong, with a majority of new jobs being created by small businesses.

Technology

- Rapid changes in technology will continue to make some jobs and occupations obsolete, increasing the demand for retraining the current work force.
- Technology will change the way education is delivered (i.e., distance learning, asynchronous learning).
- Technology will be increasingly important to supporting both management information functions and as a teaching tool through distance learning and other applications.
- The increasing sophistication of traditional occupations requires that students be better prepared and that faculty and staff be retrained.
- An understanding of the importance of technological basic skills will result in increasingly broad-based approaches to technical education.
- Telecommunications technology will expand access to education, open possibilities to provide specialized educational programs to students, and will enable many students to participate in previously limited activities.

Policy

- Increasing calls for accountability (outcomes measures) will result in:
  * Measurements of performance of employees and students.
  * Increased reporting requirements.
- Heightened public awareness -- in particular, of the role of community colleges in economic development -- will result in legislative responses.
- The increasing trend toward fee-based services will result in increased costs borne by the student or employers and in decreased access for the disadvantaged.
- The General Assembly will designate community colleges as the primary provider under block grants, resulting in additional responsibilities in this area.
- While the final form of block grants out of Washington has not emerged, from all indications this new approach will most likely mean 1) increased flexibility for the state in the expenditure of funds under federal education and training programs, and 2) a reduction of federal dollars flowing to the state. The potential impacts on community colleges include not only the direct effects of cuts in key programs that have provided direct funding for the System, but also the overall impact of creating more competition for budget resources, as the state will be forced to cut services or substitute state dollars for federal ones.
- New job training strategies will be required to support welfare reform efforts at the state and federal levels because of the time limits imposed by federal and state reform efforts.

Organizational/Competitiveness Issues

- Reduced public resources will force colleges to sharpen their missions, set priorities and evaluate program viability on an ongoing basis. Colleges will need to increase partnerships with business and industry and strengthen efforts at fund raising.
- The aging and impending retirement of large numbers of faculty will increase the difficulty of recruiting and retaining excellent instructors.
- Coordination and collaboration with other agencies providing job training will continue to be stressed and will require on going attention.
- The System Office will be streamlined to focus on providing services to colleges while also fulfilling all statutory responsibilities.
- Competition from private, for-profit job training entities will increase as demand for postsecondary education rises.

Performance Objectives

Following is a report on performance objectives developed for the North Carolina Community College System. Each objective is identified by program number and by the budget fund(s) used to support it. The Community College System has objectives in the Human Services Program Area (2500), the Economic Development and Commerce Program Area (6200 and 6430), and the Education Program Area (7200).

Program Area: Human Services
P/PB Goal # II: Protect the economic well-being of families and individuals.
Program: 2500 Provide assistance to individuals to get and maintain employment.

P/PB Objective # 1 (2500.01):

Increase the percent of employment program customers still employed one year after completing the program.

Fund(s) contributing to objective:

6800-2500-1600 State Aid-Institutions

Organizational unit(s) contributing to objective:

Academic and Student Services
President's Office

Strategies or activities directed toward this objective:

1. Update and improve the Human Resource Development (HRD) program.
2. Work with the Department of Human Resources to build stronger links to address critical state needs.
3. Promote links between WorkFirst participants and community colleges.
4. Build stronger links between HRD and other basic and occupational skills programs within the community college system.

Innovations: (if applicable)

The North Carolina Community College System will work with the Department of Human Resources to ensure that appropriate models are developed to meet the multiple educational barriers of WorkFirst participants.

Program Area: Human Services
P/PB Goal # II: Protect the economic well-being of families and individuals.
Program: 2500 Provide assistance to individuals to get and maintain employment.

P/PB Objective # 2 (2500.02):

Increase the percent of employment program customers placed in unsubsidized employment.

Fund(s) contributing to objective:

6800-2500-1600 State Aid-Institutions

Organizational unit(s) contributing to objective:

Academic and Student Services
President's Office

Strategies or activities directed toward this objective:

1. Update and improve the Human Resource Development (HRD) program.
2. Work with the Department of Human Resources to build stronger links to address critical state needs.
3. Promote links between WorkFirst participants and community colleges.
4. Build stronger links between HRD and other basic and occupational skills programs within the community college system.

Innovations: (if applicable)

The North Carolina Community College System will work with the Department of Human Resources to ensure that appropriate models are developed to meet the multiple educational barriers of WorkFirst participants.

Program Area: Human Services
P/PB Goal # II: Protect the economic well-being of families and individuals.
Program: 2500 Provide assistance to individuals to get and maintain employment.

P/PB Objective # 3 (2500.03):

Increase the percent of former public assistance recipients who are off public assistance.

Fund(s) contributing to objective:

6800-6200-1600 State Aid-Institutions

Organizational unit(s) contributing to objective:

Academic and Student Services
President's Office

Strategies or activities directed toward this objective:

1. Update and improve the Human Resource Development (HRD) program.
2. Work with the Department of Human Resources to build stronger links to address critical state needs.
3. Work with the Department of Human Resources to expand access of public assistance recipients to the HRD program
4. Work with One-Stop Career Center efforts to facilitate access to other job-related services needed by public assistance recipients.
5. Work with state business leadership to move public assistance recipients into jobs.

Innovations: (if applicable)

The North Carolina Community College System will work with the Department of Human Resources to ensure that appropriate models are developed to meet the multiple educational barriers of WorkFirst participants.

Program Area: Human Services
P/PB Goal # II: Protect the economic well-being of families and individuals.
Program: 2500 Provide assistance to individuals to get and maintain employment.

P/PB Objective # 4 (2500.04):

Maintain customer satisfaction with employment program services at 90 percent.

Fund(s) contributing to objective:

6800-2500-1600 State Aid-Institutions

Organizational unit(s) contributing to objective:

Academic and Student Services
President's Office

Strategies or activities directed toward this objective:

1. Update and improve the Human Resource Development (HRD) program.
2. Promote links between WorkFirst participants and community colleges.
3. Build stronger links between HRD and other basic and occupational skills programs within the community college system.

Innovations: (if applicable)

The North Carolina Community College System will work with the Department of Human Resources to ensure that appropriate models are developed to meet the multiple educational barriers of WorkFirst participants.

Program Area: Human Services
P/PB Goal # II: Protect the economic well-being of families and individuals.
Program: 2500 Provide assistance to individuals to get and maintain employment.

P/PB Objective # 5 (2500.07):

Improve the average wage for former customers one year after receiving employment program services.

Fund(s) contributing to objective:

6800-2500-1600 State Aid-Institutions

Organizational unit(s) contributing to objective:

Academic and Student Services
President's Office

Strategies or activities directed toward this objective:

1. Update and improve the Human Resource Development (HRD) program.
2. Promote links between WorkFirst participants and community colleges.
3. Build stronger links between HRD and other basic and occupational skills programs within the community college system.

Innovations: (if applicable)

The North Carolina Community College System will work with the Department of Human Resources to ensure that appropriate models are developed to meet the multiple educational barriers of WorkFirst participants.

Program Area: Economic Development P/PB Goal # I: Expand existing industry, recruit new industry, and stimulate job creation and competitiveness. Program: 6200 Develop a quality work force for business

P/PB Objective # 1 (6200.01):

At least 80 percent of the clients of New and Expanding Industries and Focused Industrial Training educational programs rate the timeliness of assistance as excellent or good.

Fund(s) contributing to objective:

6800-6200-1560 Economic Development
6800-6200-1602 State Aid-New and Expanding Industry
6800-6200-1603 State Aid-Focused Industrial Training

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Enhance colleges' ability to assist existing industry in updating the work force.
2. Ensure that the New and Expanding Industry Program can respond to all appropriate requests for training services from new and expanding business.
3. Expand customized service to existing business and industry.
4. Provide colleges with additional staff to address skills enhancement, working with industry to assess their needs and design curricula to train for those needs.

Innovations: (if applicable)

The staffing resources of the Economic Development section of the Division of Academic and Student Services will be redirected to 1) link them more closely with the economic development marketing efforts at the regional level and 2) allow them to serve as brokers of all the work force development services of the North Carolina Community College System.

Program Area:	Economic Development
P/PB Goal # 1:	Expand existing industry, recruit new industry, and stimulate job creation and competitiveness.
Program:	6260 Develop a quality work force for business

P/PB Objective # 2 (6200.02):

At least 80 percent of the clients of New and Expanding Industries and Focused Industrial Training educational programs rate the technical content of assistance as excellent or good.

Fund(s) contributing to objective:

6800-6200-1560 Economic Development
6800-6200-1602 State Aid-New and Expanding Industry
6800-6200-1603 State Aid-Focused Industrial Training

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Enhance colleges' ability to assist existing industry in updating the work force.
2. Ensure that the New and Expanding Industry Program can respond to all appropriate requests for training services from new and expanding business.
3. Expand customized service to existing business and industry.
4. Provide colleges with additional staff to address skills enhancement, working with industry to assess their needs and design curricula to train for those needs.

Innovations: (if applicable)

The staffing resources of the Economic Development section of the Division of Academic and Student Services will be redirected to 1) link them more closely with the economic development marketing efforts at the regional level and 2) allow them to serve as brokers of all the work force development services of the North Carolina Community College System.

Program Area: Economic Development
P/PB Goal # I: Expand existing industry, recruit new industry, and stimulate job creation and competitiveness.
Program: 6200 Develop a quality work force for business

P/PB Objective # 3 (6200.03):

At least 80 percent of the clients of New and Expanding Industries and Focused Industrial Training educational programs rate the geographical location of assistance as excellent or good.

Fund(s) contributing to objective:

6800-6200-1560 Economic Development
6800-6200-1602 State Aid-New and Expanding Industry
6800-6200-1603 State Aid-Focused Industrial Training

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Enhance colleges' ability to assist existing industry in updating the work force.
2. Ensure that the New and Expanding Industry Program can respond to all appropriate requests for training services from new and expanding business.
3. Expand customized service to existing business and industry.
4. Provide colleges with additional staff to address skills enhancement, working with industry to assess their needs and design curricula to train for those needs.

Innovations: (if applicable)

The North Carolina Community College System will work with the North Carolina Department of Commerce to ensure closer linkages between community colleges and the regional economic development partnerships.

Program Area:	Economic Development
P/PB Goal # I:	Expand existing industry, recruit new industry, and stimulate job creation and competitiveness.
Program:	6430 Small business assistance

P/PB Objective # 1 (6430.06):

Increase the rate of businesses that are still in business two years after start-up to or above the rate in the South Atlantic Region.

Fund(s) contributing to objective:

6800-6430-1561 Small Businesses
6800-6430-1604 State Aid-Small Business

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Enhance the funding support for the Small Business Center Network.
2. Encourage colleges to emphasize entrepreneurship education.
3. Improve evaluation and reporting within the Small Business Center Network.
4. Improve linkages with the University System's Small Business and Technology Development Centers, the Industrial Extension Service and other assistance programs.

Innovations: (if applicable)

The System Office will prepare strategies to augment the role of the Small Business Centers, including a marketing strategy to link the Centers with the Small Business Technology Development Centers and a strategy for accessing the full resources of the community colleges.

Program Area: Economic Development
P/PB Goal # I: Expand existing industry, recruit new industry, and stimulate job creation and competitiveness.
Program: 6430 Small business assistance

P/PB Objective # 2 (6430.07a):

Serve a higher proportion of women clients than the proportion found in business ownership in general.

Fund(s) contributing to objective:

6800-6430-1561 Small Businesses
6800-6430-1604 State Aid-Small Business

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Enhance the funding support for the Small Business Center Network.
2. Encourage colleges to emphasize entrepreneurship education targeted at underrepresented groups.
3. Improve evaluation and reporting within the Small Business Center Network.
4. Improve linkages with the University System's Small Business and Technology Development Centers, the Industrial Extension Service and other assistance programs.

Innovations: (if applicable)

The System Office will prepare strategies to augment the role of the Small Business Centers, including a marketing strategy to link the Centers with the Small Business Technology Development Centers and a strategy for accessing the full resources of the community colleges.

Program Area: Economic Development
P/PB Goal # 1: Expand existing industry, recruit new industry, and stimulate job creation and competitiveness.
Program: 6430 Small business assistance

P/PB Objective # 3 (6430.07b):

Serve a higher proportion of minority clients than the proportion found in business ownership in general.

Fund(s) contributing to objective:

6800-6430-1561 Small Businesses
6800-6430-1604 State Aid-Small Business

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Enhance the funding support for the Small Business Center Network.
2. Encourage colleges to emphasize entrepreneurship education targeted at underrepresented groups.
3. Improve evaluation and reporting within the Small Business Center Network.
4. Improve linkages with the University System's Small Business and Technology Development Centers, the Industrial Extension Service and other assistance programs.

Innovations: (if applicable)

The System Office will prepare strategies to augment the role of the Small Business Centers, including a marketing strategy to link the Centers with the Small Business Technology Development Centers and a strategy for accessing the full resources of the community colleges.

Program Area: Economic Development P/PB Goal # 1: Expand existing industry, recruit new industry, and stimulate job creation and competitiveness. Program: 6430 Small business assistance

P/PB Objective # 4 (6430.07c):

Serve a higher proportion of rural clients than the proportion found in business ownership in general.

Fund(s) contributing to objective:

6800-6430-1561 Small Businesses
6800-6430-1604 State Aid-Small Business

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Enhance the funding support for the Small Business Center Network.
2. Encourage colleges to emphasize entrepreneurship education targeted at underrepresented groups.
3. Improve evaluation and reporting within the Small Business Center Network.
4. Improve linkages with the University System's Small Business and Technology Development Centers, the Industrial Extension Service and other assistance programs.

Innovations: (if applicable)

The System Office will prepare strategies to augment the role of the Small Business Centers, including a marketing strategy to link the Centers with the Small Business Technology Development Centers and a strategy for accessing the full resources of the community colleges.

Program Area: Economic Development
P/PB Goal # I: Expand existing industry, recruit new industry, and stimulate job creation and competitiveness.
Program: 6430 Small business assistance

P/PB Objective # 5 (6430.08):

At least 80 percent of clients will be satisfied with the quality of services.

Fund(s) contributing to objective:

6800-6430-1561 Small Businesses
6800-6430-1604 State Aid-Small Business

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Encourage colleges to emphasize entrepreneurship education.
2. Improve evaluation and reporting within the Small Business Center Network.
3. Improve linkages with the University System's Small Business and Technology Development Centers, the Industrial Extension Service and other assistance programs.

Innovations: (if applicable)

The System Office will prepare strategies to augment the role of the Small Business Centers, including a marketing strategy to link the Centers with the Small Business Technology Development Centers and a strategy for accessing the full resources of the community colleges.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 1 (7210.01):

85 percent of students surveyed within one year of leaving a community college program will rate the college's instruction as "good" or better.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
Planning and Research
President's Office

Strategies or activities directed toward this objective:

1. Implement re-engineering initiatives.
2. Convert to the semester system.
3. Collaborate with other state agencies on work force development.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 2 (7210.02):

70 percent of literacy students will demonstrate progress as measured in the Literacy Education Information System.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Integrate delivery of basic skills education into other work force and life activities.
2. Make basic skills a doorway to other college resources.
3. Expand technology applications for basic skills instruction.
4. Expand partnerships between community colleges and community-based organizations in literacy.
5. Continue to promote and expand work force basic skills efforts.

Innovations: (if applicable)

Strategies for expanding technology applications for basic skills and other high priority programs will be developed.

Through the expansion of model efforts in community colleges, strategies for strengthening the links between basic skills programs, skills training and work readiness activities will be implemented.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 3 (7210.03):

90 percent of program completers seeking employment will be employed one year after program completion.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
Planning and Research
President's Office

Strategies or activities directed toward this objective:

1. Implement re-engineering initiatives.
2. Convert to the semester system.
3. Collaborate with other state agencies on work force development.
4. Continue to emphasize employer involvement on program advisory committees.

Innovations: (if applicable)

The System Office will continue efforts with the North Carolina State Occupational Information Coordinating Committee (NC SOICC) in the development and implementation of a Common Follow-Up System utilizing the Employment Security Commission's Unemployment Insurance files.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 4 (7210.04):

75 percent of community college students taking licensure or certification examinations will pass these examinations.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
Planning and Research
President's Office

Strategies or activities directed toward this objective:

1. Implement re-engineering initiatives.
2. Convert to the semester system.
3. Collaborate with other state agencies on work force development.
4. Continue to stress the role of business advisory committees.

Innovations: (if applicable)

The North Carolina Community College System will work with industry associations to promote training responsive to the needs of specific professions and occupations.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 5 (7210.05):

85 percent of participants in non-basic skills continuing education courses will be satisfied with the instruction.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
Planning and Research

Strategies or activities directed toward this objective:

1. Provide incentives for customized training efforts.
2. Expand marketing to business and industry.
3. Reexamine restrictions on in-plant training to ensure responsiveness to employers
4. Facilitate sharing of best practices among colleges in the area of customized training.

Innovations: (if applicable)

A study of funding discrepancies between occupational extension and curriculum programs will make recommendations to remove disincentives for providing continuing education courses and to ensure quality resources for these essential programs.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 6 (7210.06):

85 percent of students who transfer to a UNC institution will have a 2.0 GPA or greater after one year.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
Planning and Research
President's Office

Strategies or activities directed toward this objective:

1. Implement re-engineering initiatives.
2. Convert to the semester system.
3. Collaborate with other state agencies on work force development.
4. Implement statewide articulation agreement with the University System.
5. Implement Transfer Student Performance System.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 7 (7210.07):

By 1997, a statewide articulation agreement, to improve the transfer of credit, will be in place between the Community College System and the UNC System.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
President's Office
Planning and Research

Strategies or activities directed toward this objective:

1. Adopt statewide articulation agreement.
2. Implement Transfer Information System.
3. Implement Transfer Student Performance System.

Innovations: (if applicable)

The System Office will continue to work with the UNC-General Administration in the development of all support functions needed for the full implementation of the statewide articulation agreement.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 8 (7210.08):

85 percent of high school students seeking to enroll through dual enrollment agreements will be successful.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Collaborate with Department of Public Instruction on how to best meet the needs of students.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 9 (7210.09):

70 percent of all faculty and staff will participate in some type of professional development activities during the year.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1300 Business and Finance

Organizational unit(s) contributing to objective:

Academic and Student Services
Business and Finance

Strategies or activities directed toward this objective:

1. Provide funds for upgrading faculty skills.
2. Initiate joint staff development activities, including industry-based development activities updating faculty on the new and emerging technologies.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 10 (7210.10):

85 percent of students surveyed within one year of leaving a community college program will rate the college's non-instructional services as "good" or better.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
Planning and Research

Strategies or activities directed toward this objective:

1. Develop services review model for assessing quality of institutional services.
2. Continue to emphasize business advisory committees.
3. Continue to support work through the NC SOICC.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 11 (7210.11):

85 percent of employers surveyed will rate the non-cognitive work force skills of former community college students as "good" or better.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1100 President's Office

Organizational units contributing to objective:

Academic and Student Services
Planning and Research
President's Office

Strategies or activities directed toward this objective:

1. Implement re-engineering initiatives.
2. Convert to the semester system.
3. Collaborate with other state agencies on work force development.
4. Encourage colleges to offer guarantees to employers of their graduates.
5. Work on the implementation of a common follow-up system.

Innovations: (if applicable; using current funding levels)

The experience of those colleges offering educational guarantees will be monitored as an additional source of data on customer satisfaction.

Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7210 Community College System instruction

P/PB Objective # 12 (7210.12):

85 percent of students surveyed within one year of leaving a community college program will report that they achieved their goal(s) for attending the community college.

Fund(s) contributing to objective:

6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions
6800-7298-1100 President's Office
6800-7298-1200 Planning and Research

Organizational unit(s) contributing to objective:

Academic and Student Services
Planning and Research
President's Office

Strategies or activities directed toward this objective:

1. Implement re-engineering initiatives.
2. Convert to the semester system.
3. Collaborate with other state agencies on work force development.
4. Continue to emphasize the role of business advisory committees.
5. Study student services needs within the System.

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Program Area: Education
Program: 7200 Provide an effective, high quality community college system
Subprogram: 7230 Community College System research

P/PB Objective # 13 (7230.01):

80 percent of manufacturers served will rate the services of the N.C. Center for Applied Textile Technology as "good" or better.

Fund(s) contributing to objective:

6800-7230-1700 Specialized Technology

Organizational unit(s) contributing to objective:

Academic and Student Services

Strategies or activities directed toward this objective:

1. Expand customized service to existing business and industry.

Administrative Objectives

Following is a report on administrative objectives developed for the North Carolina Community College System. Each objective is identified by number and by the budget fund(s) used to support it.

Administrative Objective # 1:

Provide every community college student access to quality teaching and academic support services.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7298-1300 Business and Finance
6800-7220-1400 System Affairs
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services
System Affairs
Business and Finance

Description of services or activities directed toward this objective:

1. Increase existing resource utilization to allow and promote increased funding for innovation, competitive salaries, adequate equipment and facilities, state-of-the-art learning resource centers, and student support.
2. Build a world-class work force in our community colleges by upgrading faculty and staff.
3. Expand flexibility of the System to respond to immediate and local needs as well as future statewide work force development needs.
4. Raise the level of awareness of the public to opportunities available through community colleges.
5. Reduce barriers to community college education through initiatives such as providing more child care for parents, transportation for rural residents, and necessary financial resources for working people.
6. Expand comprehensive career guidance to all students.
7. Evaluate child care grant program to improve services and ensure accountability.

Innovations

The System Office will explore new ways of using technology to deliver education and training.

Administrative Objective # 2:

Provide opportunities for all adult North Carolinians to master the basic critical thinking skills demanded in a complex and competitive economy.

Fund(s) contributing to Objective:

6800-7298-1100 President's Office
6800-7298-1300 Business and Finance
6800-7220-1400 System Affairs
6800-7210-1500 Academic and Student Services
6800-7210-1600 State Aid-Institutions

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services
System Affairs
Business and Finance

Description of services or activities directed toward this objective:

1. Promote program models for integrating the delivery of basic skills education into other work force and life activities.
2. Promote partnerships between community colleges and volunteer programs.
3. Expand technology applications to basic skills programs.

Administrative Objective # 3:

Enhance opportunities for transfer to four-year colleges and universities.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7298-1200 Planning and Research
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Planning and Research
Academic and Student Services

Description of services or activities directed toward this objective:

1. Implement common course library.
2. Implement recommendations for the consolidation and reorganization of curriculum programs.
3. Convert to the semester system.
4. Implement the statewide Comprehensive Articulation Agreement between the North Carolina Community College System and the University of North Carolina System.
5. Establish a Transfer Information System.
6. Establish a Transfer Student Performance System.

Innovations

Adoption and implementation of recommendations from the re-engineering project and conversion to the semester system in the Fall 1997.

Administrative Objective # 4:

Help business and industry adapt to technological change and promote small business development throughout the state.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7298-1200 Planning and Research
6800-7210-1500 Academic and Student Services
6800-6200-1550 Business & Industry Services
6800-6200-1551 Existing Industry
6800-6200-1600 State Aid-Institutions
6800-6430-1552 Small Business
6800-6430-1600 State Aid-Institutions
6800-7230-1700 Specialized Technology

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services
Planning and Research

Description of services or activities directed toward this objective:

1. Expand customized service to existing business and industry.
2. Increase employers' awareness of community colleges and the services they provide.
3. Focus efforts on strategic industries.

Innovations

1. Develop strategies for using small business centers as the doorway to all work force development services of community colleges.
2. Develop a comprehensive plan for providing specialized resources for key industries through specialized technology centers.

Administrative Objective # 5:

Increase collaboration between the North Carolina Department of Public Instruction and the Community College System.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7298-1300 Business and Finance
6800-7210-1500 Academic and Student Services
6800-7299-6100 Community College System Reserves and Other Accounting Funds

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services

Description of services or activities directed toward this objective:

1. Re-examine Tech Prep in light of other school-to-work initiatives for establishing the most effective and efficient method of delivering technical education.
2. Expand scholarships to community colleges.
3. Increase opportunities for cooperative curriculum and staff development, including public school participation in Curriculum Improvement Projects at community colleges.
4. Work with public schools to ensure students have the skills necessary to enter community college programs, thus reducing remediation for recent high school graduates.
5. Develop and implement a State Board of Community College policy in which all secondary school students will be informed of prerequisites for community college programs.
6. Work with the Department of Public Instruction on the sharing of data and the development of common data collection strategies.

Administrative Objective # 6:

Expand efforts with the North Carolina Department of Commerce to build stronger links between work force development and economic development activities across the state.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services

Description of services or activities directed toward this objective:

1. Work with the Department of Commerce and other coordinating groups to explore how community college resources can support regional economic development efforts.
2. Work with the Department of Commerce to identify areas for potential pilot projects to show advantages of cooperation with economic development and community development.
3. Work with the Department of Commerce to explore strategies and improvements in partnerships for better services to dislocated workers.
4. Review current restrictions on in-plant training.

Innovations

1. Develop strategies to link community colleges to regional economic development efforts.

Administrative Objective # 7:

Increase collaboration between the North Carolina Department of Labor and the Community College System.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services

Description of services or activities directed toward this objective:

1. Work with the Department of Labor in identifying roles and responsibilities within each organization.
2. Promote cross-organizational participation in activities such as the Apprenticeship Forum.
3. Develop lists of common needs, current practices, and best practices.
4. Continue to promote cooperation and seek ways to cooperate, especially in the provision of services related to apprenticeship and in the dissemination of new programs through the Division of Training Initiatives.

Innovations

1. Explore ways to disseminate programs developed through the Department of Labor's Division of Training Initiatives through community colleges.

Administrative Objective # 8:

Increase collaboration between the North Carolina Department of Human Resources and the Community College System.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services

Description of services or activities directed toward this objective:

1. Work with the Department of Human Resources (DHR) to expand access to job readiness, workplace family literacy training, and skills training for AFDC recipients.
2. Work with DHR on identifying ways of pooling resources to address state needs.

Innovations

1. Establish an interagency work team to assess training needs to support Work First.

Administrative Objective # 9:

Increase collaboration between the North Carolina Department of Correction and the Community College System.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services

Description of services or activities directed toward this objective:

1. Work with the Department of Correction to assess the effectiveness of community college education delivered to inmates and other related issues through the inter-agency council.

Administrative Objective # 10:

Establish effective mechanisms to promote accountability and increased flexibility of funding.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7298-1200 Planning and Research
6800-7298-1300 Business and Finance
6800-7220-1400 System Affairs
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Planning and Research
Academic and Student Services
System Affairs
Business and Finance

Description of services or activities directed toward this objective:

1. Review system funding formula for efficiency and effectiveness.
2. Establish benchmarks to measure the progress of the System.
3. Develop a strategy to increase the funding level of occupational extension to that of curriculum programs in order to ensure colleges are prepared to meet employers' demands for customized training.
4. Ensure world-class equipment is available to students.
5. Strengthen accountability systems by reducing redundancy in reporting systems.
6. Clarify measures of student success.
7. Implement a program for student progress monitoring.

Innovations

1. Develop a new funding model for the Community College System based on flexibility, responsiveness to local needs, and accountability for funds.
2. Explore partnerships with business and industry to increase the availability of state-of-the-art equipment.

Administrative Objective # 11:

Provide strong statewide leadership for the colleges.

Fund(s) contributing to objective:

6800-7298-1100 President's Office
6800-7210-1500 Academic and Student Services

Organization unit(s) contributing to objective:

President's Office
Academic and Student Services

Description of services or activities directed toward this objective:

1. Redefine the role of the System Office.
2. Ensure the development and diversity of the next generation of leadership by supporting a variety of programs to train future deans, vice presidents and presidents.
3. Work with colleges in increasing diversity of faculty, administrators and trustees.